

Module 7: Structure and Responsibility

Guidance	7-2
Figure 7-1: EMS Expertise and Roles Across Facility Function.....	7-4
Tools and Forms	7-7
Tool 7-1: Structure and Responsibility Worksheet	7-7
Tool 7-2: Sample EMS Responsibilities Descriptions	7-8
Form 7-2: EMS Responsibilities	7-9
Examples.....	7-10
Example 7-1: Responsibility Matrix	7-10
Example 7-2: Organization Chart	7-12



GUIDANCE

One of the first tasks of EMS implementation is to establish the roles and responsibilities associated with EMS leadership and technical support. The first module (*Module 1*) provides guidance and a worksheet for establishing these during the EMS implementation planning and budgeting process. This module addresses the related task of creating an implementation structure that ensures the organization is equipped with sufficient personnel and other resources to meet its objectives and targets and to ensure compliance with legal requirements. The organization should also provide appropriate incentives for personnel to meet the EMS requirements.

Assigning Responsible Persons

It is important to designate, as soon as possible, the **Environmental Management Representative (EMR)**, the **EMS Coordinator**, and the **Cross Functional Team (CFT)**, all of whom will play a role in developing and promoting your EMS. If you have a very small facility, these may all be the same person. However, it is still important to designate who will be responsible for various activities.

- The **Environmental Management Representative (EMR)** is the member of the organization's top management committee who is responsible for the functioning of the EMS. An EMR ensures that all tasks relating to the EMS are identified and completed in a timely manner. An EMR is responsible for reporting periodically to the top facility management committee on the progress and results of the EMS.
- The **EMS Coordinator** is the member of the organization whose responsibility is to identify, assign, schedule, provide the necessary support for, and ensure completion of all tasks relating to the EMS. The coordinator works closely with the EMR and with the CFT. The EMS Coordinator is also responsible for maintaining the EMS manual, under the leadership of the EMR. It is possible for the functions of EMS coordinator and EMR to be performed by the same person.
- The **Cross Functional Team (CFT)** includes members of the organization who are responsible for representing their area or department in several facets of the EMS, e.g., identifying environmental aspects, determining significant environmental aspects, setting objectives and targets, implementing environmental management programs, reviewing and tracking EMS internal audits results, and serving as an information resource. The CFT meets to discuss the EMS on a regular basis.

In assigning EMS responsibilities and creating your EMS team, it is crucial that you explore the range of job functions and skills that make-up your organization, and select from that broad spectrum of people who will dedicate themselves to the EMS tasks. In order to do that, it is necessary to consider how your organization is structured. Once you consider the structure of your organization, you can create a list of job functions and skills that make up your organization to support your EMS planning and implementation efforts.

Figure 7-1: EMS Expertise and Roles Across Facility Functions presents a sample list of facility functions and suggests the likely contribution of each to the EMS. **Tool 7-2** and **Form 7-2** can be used to develop and track responsibilities for you EMS team. The responsibility matrix presented in **Example 7-1: Responsibility Matrix** list EMS activities and how they might apply to the various facility personnel that perform these and other facility functions. An organization chart that presents the staffing of your EMS should be included in your EMS manual. If you do not have such an organization chart already in place for your facility, **Example 7-2: Organization Chart** presents an example.

Figure 7-1: EMS Expertise and Roles Across Facility Functions

Facility Function	Expertise Brought to Project Team	How They Can Help (Possible Roles)
Top Management	<ul style="list-style-type: none"> • Capability for ensuring continual improvement 	Communicate importance of EMS throughout organization; provide necessary resources; track and review EMS performance.
Environmental	<ul style="list-style-type: none"> • System for complying with environmental regulations • Management of environmental records 	Provide an organizational and functional role in establishing and maintaining the EMS.
Production	<ul style="list-style-type: none"> • Management of environmental aspects of production 	Help identify significant environmental aspects; provide input to objectives and targets; participate in environmental management programs; serve as trainers and internal auditors; help carry-out corrective and preventive action.
Maintenance	<ul style="list-style-type: none"> • Management of environmental aspects of equipment maintenance 	Implement preventive maintenance program for key equipment; support identification of environmental aspects.
Facilities Engineering	<ul style="list-style-type: none"> • Management of environmental aspects of new construction and installation/ modification of equipment 	Consider environmental impacts of new or modified products and processes; identify pollution prevention opportunities.
Human Resources	<ul style="list-style-type: none"> • Knowledge of training programs (including environmental) • Experience with the inclusion of employee incentives in performance measurement system 	Define competency requirements and job descriptions for various EMS roles; train temporary workers and contractors; maintain training records; integrate environmental management into reward, discipline, and appraisal systems.
Purchasing	<ul style="list-style-type: none"> • Knowledge of procurement system (including screening of suppliers, material composition of components) • Knowledge of supply chain efforts 	Develop and implement controls for chemical / other material purchases and for communicating requirements to contractors and suppliers.

Facility Function	Expertise Brought to Project Team	How They Can Help (Possible Roles)
Accounting/Finance	<ul style="list-style-type: none"> Systems for tracking costs of operations and evaluating cost/benefits for new projects 	Track data on environmental-related costs (such as resource, material, and energy costs, waste disposal costs, etc.); prepare budgets for environmental management program(s); evaluate economic feasibility of environmental projects.
Operations Personnel/All Employees	<ul style="list-style-type: none"> Thorough knowledge of processes and operations 	Provide first-hand knowledge of environmental aspects of their operations; support training for new employees.
Quality	<ul style="list-style-type: none"> Quality management system, including document control procedures 	Support document control, records management and employee training efforts; support integration of environmental and quality management systems.
Shipping, Receiving, Transportation, Logistics	<ul style="list-style-type: none"> Management of environmental aspects of shipping, receiving, and transportation 	Help identify aspects; provide input to objectives and targets; participate in environmental management programs; serve as trainers and internal auditors; help carry-out corrective and preventive action.
Sales/Marketing	<ul style="list-style-type: none"> Knowledge of environment-related commitments to customers 	Assist communications with external stakeholders.
Public Relations	<ul style="list-style-type: none"> System for communicating with public on environmental issues 	Assist communications with external stakeholders.
Product or Process Design	<ul style="list-style-type: none"> System for examining environmental aspects of new designs 	Participate in product-related objectives, targets, and EMPs.
Storage/Inventory	<ul style="list-style-type: none"> Management of environmental aspects of raw material and product storage and in-facility transportation 	Help identify aspects; provide input to objectives and targets; participate in environmental management programs; serve as trainers and internal auditors; help carry-out corrective and preventive action.

EMS Implementation Training

The efforts of the EMS Team (the EMR, the EMS Coordinator, and the CFT) will be crucial to effective EMS implementation and the long-term success of the facility's EMS. In-depth training on how to plan and implement an EMS and integrate it with existing facility operations is required so that the EMS Team conducts itself effectively and efficiently. Usually this implementation training precedes other activities such as drafting an environmental policy, reviewing environmental compliance requirements, identifying environmental aspects, and other planning and implementation tasks.



TOOLS

Tool 7-1: Structure and Responsibility Worksheet

How do we define roles, responsibilities and authorities for environmental management now? Is this process effective ?	
Who is / should be our Environmental Management Representative ? Does this individual have the necessary authority to carry out the responsibilities of this job?	
Are our key roles and responsibilities for environmental management documented in some manner? If so, how (e.g., job descriptions, organizational charts, responsibility matrix, etc.)?	
How are EMS roles and responsibilities communicated within our organization?	
How do we ensure that adequate resources have been allocated for environmental management? How is this process integrated with our overall budgeting process? How are environmental expenditures tracked ?	
How will we keep this information up-to-date ?	
<i>Our next step on structure and responsibility is to ...</i>	

Tool 7-2: Sample EMS Responsibilities Descriptions

[Your Facility's Name] needs to establish an Environmental Management System Team (EMS) Team. Therefore, the following members of the EMS team have been identified: an Environmental Management Representative (EMR), an EMS Coordinator, and a Cross Functional Team (CFT). Responsibilities for each are as follows:

- *Environmental Management Representative.* The EMR is the member of [Your Facility's Name] top plant management group responsible for the functioning of the EMS. It is his or her job to ensure that all tasks relating to the EMS are identified and completed in a timely manner. He or she is also responsible for reporting periodically to the top plant management group on the progress and results of the EMS.
- *EMS Coordinator.* The EMS Coordinator's responsibility is to identify, assign, schedule, provide the necessary support for, and ensure completion of all tasks relating to the EMS. The EMS Coordinator works closely with the EMR representative and with the CFT. The EMS Coordinator is also responsible for maintaining this EMS manual, under the leadership of the EMR. *The same person may fill the functions of EMS Coordinator and EMR.*
- *Cross Functional Team.* The CFT is made up of members of organization who are responsible for representing their area or department in several facets of the EMS, e.g. establishing environmental aspects, determining significant aspects, setting objectives and targets, implementing environmental management programs, reviewing and tracking EMS internal audits results, and serving as an information resource. The CFT meets to discuss the EMS on a regular basis.

Records

The EMS Coordinator maintains an updated list of the EMR, the EMS coordinator, and CFT members using **Form 7-2: EMS Responsibilities**. A letter issued by top management that assigns the current EMR and his or her responsibilities should be maintained as part of this facility's EMS manual and can be attached to the appropriate version of Form 7-2.

Form 7-2: EMS Responsibilities

The following table lists [Your Facility's Name] EMR, EMS Coordinator, and CFT:

EMS Function	Name	Regular Position
Environmental Management Representative (EMR)		
EMS Coordinator		
Cross Functional Team (CFT)		



EXAMPLES

Example 7-1: Responsibility Matrix

Legend: L=Lead Role
S=Supporting

Responsibility	Top Managers (Plant Mgr./ President)	Environmental Manager (EMR and EMS Coord.)	Production Supervisors	Maintenance Staff	Facility Engineers	Human Resource Manager	Purchasing Staff	Accounting/ Finance Staff	Operations Personnel
Communicate importance of environmental management	L	S	S			S			
Coordinate auditing efforts		L	S	S					
Track/analyze new regulations (and maintain library)		L							
Obtain permits and develop compliance plans		L			S				
Prepare reports required by regulations		L							
Coordinate communications with interested parties (env)		L				S			
Train employees		S	L			S			

EMS Template
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Responsibility	Top Managers (Plant Mgr./ President)	Environmental Manager (EMR and EMS Coord.)	Production Supervisors	Maintenance Staff	Facility Engineers	Human Resource Manager	Purchasing Staff	Accounting/ Finance Staff	Operations Personnel
Integrate environmental into recruiting practices	S					L			
Integrate environmental into performance appraisal process			S			L			
Communicate with contractors on environmental expectations							L		
Comply with applicable regulatory requirements	L	L	S	S	S	S	S	S	S
Conform with organization's EMS requirements	L	L	S	S	S	S	S	S	S
Maintain equipment / tools to control environmental impact				L					S
Monitor key processes		S	L						S
Coordinate emergency response efforts	L	S							
Identify environmental aspects of products, activities, or services	S	L	S	S	S	S	S	S	
Establish environmental objectives and targets	L	S	S						
Develop budget for environmental management		S						L	
Maintain training records						L			
Maintain EMS records (non-training)		L							
Coordinate EMS document control efforts		L					S		

Example 7-2: Organization Chart

